

DEPARTMENTAL BUDGET INFORMATION NON-DEPARTMENTAL (35)

MISSION

The Non-Departmental budget provides funds for activities that are not the responsibility of any other single agency.

DESCRIPTION

This agency provides funding for expenditures which are not specifically associated with any single department's activities and include funding for the Greater Detroit Resource Recovery Authority, Detroit Building Authority, Detroit Cable Communications Commission, Board of Ethics, Strategic Management Center, Office of Targeted Business Development, Grants Acquisition Office and Program Management Office.

Non-Departmental is also the depository agency for General Fund subsidy appropriations for enterprise activities and for a wide variety of General Fund revenues that cannot be credited to any specific department.

The purpose of the **Greater Detroit Resource Recovery Authority (GDRRA)** is to provide efficient, environmentally responsible waste disposal service(s) to the residential, commercial, industrial sectors of Detroit. This includes the acquisition, construction, improvement, enlargement, extension and operation of solid waste disposal facilities. The Authority's activities encompass one or more parts of a total waste management system (post collection) including transportation, recoverable materials marketing (recycling), generation and sale of waste derived fuel energy products (steam and electricity), and disposal. The Authority is a component unit

and is legally separate from the City of Detroit.

The **Detroit Building Authority** was established to assist City Departments in expeditiously carrying out their Capital Improvement programs. The Detroit Building Authority is primarily responsible for administering capital projects from start to completion. Critical functions include encumbering funds through contracts of lease; distributing bid documents and request for proposals; issuing contract awards; securing Human Rights Clearances; advising contractors of Executive Orders 4 & 22 requirements; preparation and execution of all contract documents; review and approval of contract invoices; actual payment to vendors; monitoring design development and construction for each capital project managed by the DBA.

The **Detroit Cable Communications Commission (DCCC)** has two functions: Administration and Regulation; and operation of the Government and Educational Access Channels. The DCCC's primary responsibility is for the oversight and compliance of the cable operator with the terms and conditions of the current cable franchise agreement. The negotiation, issuance and enforcement of all new telecommunication permits and cable franchises are related responsibilities.

The DCCC's secondary responsibility is for the oversight and daily operation of the Government and Educational Access cable channels, including providing video coverage and production services to City Departments, the Mayor's Office, City

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Council, Detroit Public Schools, and for events relevant to Detroit and its citizens. The DCCC is also responsible for maximizing the use of all available public, educational and government access channels. The goal is to actively pursue coverage of activities and events that are informative, newsworthy, and appropriate for broadcast on Government Access Channel 10 and Educational Access Channel 22.

The Board of Ethics role is to investigate and resolve complaints regarding alleged violations of the ethics ordinance by public servants, and to issue advisory opinions regarding the meaning and application of provisions of the Charter, city ordinances or other laws or regulations establishing standards of conduct for public servants. Advisory options shall be rendered upon written request by a public servant. Advisory opinions shall be published by the board annually in a report to the Mayor and City Council. The Board is charged with monitoring and recommending improvements in the disclosure requirements, and in the standards of conduct under the ethics ordinance, in order “to promote an ethical environment within city government, and to ensure the ethical behavior of public servants.” All meetings of the board shall be open to the public unless an individual involved in the matter to be addressed requests in writing that the meeting be closed or unless otherwise provided by ordinance or by statute.

The Strategic Management Center (SMC) is an executive-level management office that focuses on the execution of strategic goals

across the City. The purpose of the SMC is to ensure that all City departments are managed as an integrated whole and are aligned to transforming Detroit into a globally competitive City. The SMC will provide assistance and guidance in developing a City-wide, long-term strategic plan on the delivery of core services to citizens. Additionally, the Office of Targeted Business Development and the Grants Acquisition Office are operating units under the SMC. The SMC reports to the Chief Administrative Officer.

In addition to strategic management and planning, the SMC will focus on business process re-engineering and improvements, performance management, and shared best practices. The SMC will also identify, target, and pursue new revenue sources for the City through its Grants Acquisitions Office.

The Office of Targeted Business Development (OTBD) began operations in January 2003. In fiscal 2003-04, OTBD was transferred from the Finance Department to Non-departmental under the auspices of the Strategic Management Center. The purpose of this transfer was to provide direction and coordination of business development activities at a mayoral level within City of Detroit departments and agencies.

The purpose of the OTBD is to foster and mentor Detroit-based businesses through increased opportunities in receiving City contracts, facilitate the streamlining of the City’s procurement and contract process, ensure that City agencies follow purchasing guidelines, partner with other business

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development organizations to provide a full array of business development services to Detroit-based companies, and encourage other large private and public sector organizations to take full advantage of Detroit-based businesses' capabilities.

The Grants Acquisition Office is a centralized operating unit within the Strategic Management Center that identifies, pursues, and secures grant opportunities in order to maximize external resources and program innovation in city service delivery. The primary responsibilities of this office are to develop relationships with fundors, spearhead grant applications, identify new and creative programs that have strong likelihood of securing grant and private foundation funding, and coordinate and leverage the myriad of programs across City departments and agencies. The Grants Acquisitions Office will interface with a citywide Grants Committee, comprised of each department that receives or intends to receive federal, state, and private grants, and the Grants Management Unit of the Finance Department.

The Program Management Office (PMO) is a centralized organization within the City hierarchy that will deliver consistent project oversight and management services to ensure fiscal accountability, quality

deliverables, and timely project completion. The PMO is headed by a Director who is appointive and reports to the Chief Financial Officer. It will be staffed with two Portfolio Managers (General Manager level), who will lead project improvement teams in city agencies or functional areas. The Office will focus primarily on projects that improve city services, maintain financial solvency and enhance technological systems within City government.

MAJOR INITIATIVES

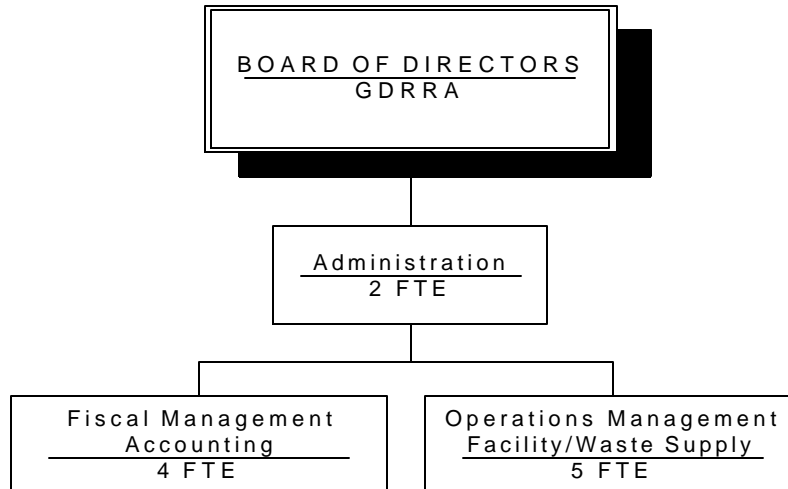
The Board of Ethics will develop and conduct employee education programs regarding the establishment of the Board of Ethics, standards of conduct, complaints and resolution procedures. The Cable Commission will complete negotiations of the cable franchise agreement for review and approval by Cable Commission, Mayor's Office and City Council. The PMO will complete ten project, i.e. Finance Accounting Consolidation and DPW Fleet re-engineering. The SMC will implement an annual business planning process for city departments that is congruent with the city's annual budget process.

PLANNING FOR THE FUTURE

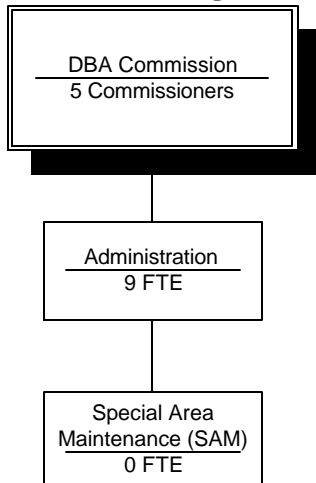
HR/Payroll Implementation

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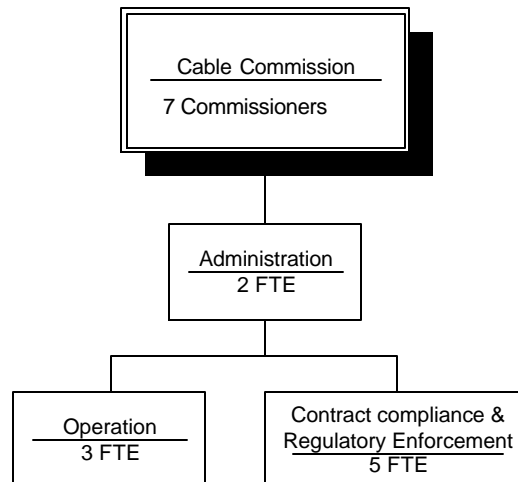
Greater Detroit Resource Recovery Authority



Detroit Building Authority

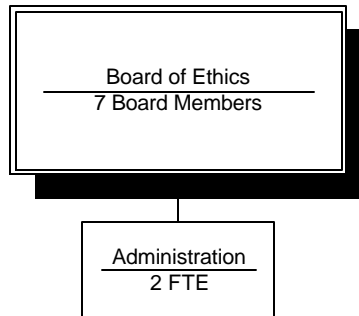


Detroit Cable Communications

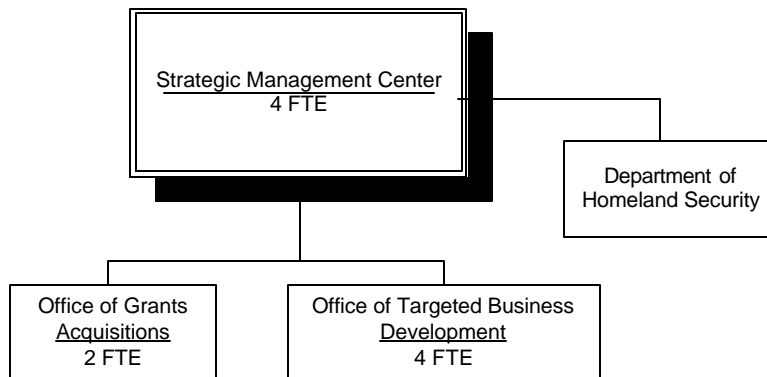


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BOARD OF ETHICS



STRATEGIC MANAGEMENT CENTER



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PERFORMANCE GOALS, MEASURES AND TARGETS

Greater Detroit Resource Recovery Authority

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Optimize quantity and quality of facility's waste supply: Tonnage received/processed	765,000	780,000	800,000
Optimize quantity and quality of facility's energy products and recovered materials: Pounds of steam sold	2,200,000,000	2,300,000,000	2,400,000,000
Minimize environmental impacts of Authority's waste management actions: Percent of permitted air quality emissions inventory	Less than 10%	Less than 10%	10%
Maximize utilization of progressive management techniques and technology: Percent of staff software proficient	100%	100%	100%

Detroit Building Authority

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Timely preparation, processing and execution of contract execution of contract documents: Timely prep. of contract documents ¹ Timely execution of Construction/ Professional documents ² Timely prep.of Contracts Of Lease ³	150 of 180 115 of 130 35 of 50	180 of 200 130 of 140 50 of 60	95 of 100 150 of 175 40 of 50
Complete each project within ascribed budget:	20% Increase	30% Increase	50% Increase
Complete construction projects within timeline requested by contracting department:	20% Increase	30% Increase	50% Increase
Promote client satisfaction by providing the level of technical expertise required for each project:	20% Increase	35% Increase	50% Increase

1 "Timely" is the percent within three weeks of DBA Board approval.

2 "Timely" is the percent prepared and executed within five weeks of DBA Board approval.

3 "Timely" is within seven weeks of DBA Board approval.

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PERFORMANCE GOALS, MEASURES AND TARGETS

Detroit Cable Communications Commission

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Facilitate the business development and expansion of the cable television and telecommunications industries in the City of Detroit:			
Number of new cable and telecommunications permits/franchise agreements	2	3	5
Cable Franchise and telecommunications permit fees	\$4,758,000	\$4,558,615	\$4,800,000
Monitor franchise compliance to ensure that Federal and State regulations are followed:			
Audits of cable operator	1	0	1
Equipment inspections	1	2	
Maximize the use of all public, educational and government channels, facilities and equipment:			
Playback on Channel 22 (/Educational Channel)	12 Hours	24 Hours	24 Hours
Playback on Channel 10 (Government Channel)	12 Hours	24 Hours	24 Hours
Educational Outreach Series: Customer Service			
Number of seminars/workshops hosted	4	12	12
Number of community events attended			
Customer Service for Cable Subscribers:			
Number of complaints processed	3	15	10
Number of mediations completed			

Explanation

Playback on Channel 10 (day/hours): Represents the number of hours on air (10:00 a.m. – 12:00 a.m.) Monday-Friday.

Playback on Channel 22 (day/hours): Represents the number of hours on air (12:00 a.m. – 11:59 p.m.) Monday – Friday.

Weekend Playback on Channel 10 on Saturday (12:00 noon – 10:00 p.m.) 10 hours; Sunday (12:00 Noon – 8:00 p.m.) 8 Hours.

Totals: 18 additional hours per week.

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PERFORMANCE GOALS, MEASURES AND TARGETS

Board of Ethics

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Conduct investigations related to conduct of elective officers, appointees and employees:			
Number of investigations	N/A	0	5-10
Number of subpoenas issued	N/A	0	5-10
Number of months to complete investigation	N/A	N/A	2-3
Issue annual report to the Mayor and Council, publishing advisory opinions:			
Number of advisory opinions issued	N/A	1	5-10
Perform other functions essential to ensure the integrity of city government:			
Conduct training of city employees	N/A	1	2-3

Strategic Management Center

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Strategic Planning			
Development of a citywide five-year strategic plan.	N/A	N/A	Citywide Strategic Plan
Development of detailed cabinet-level annual business plan	N/A	N/A	Chief Administrative Officer's Agencies
Development of comprehensive departmental strategic plans	N/A	N/A	Ten (10) Departmental strategic plans
Business Process Re-engineering and Process Improvement			
Review of core services and/or major functional areas	N/A	N/A	Up to five Major functional Areas/departments
Performance Management/Balanced Scorecard Development			
Development of performance management and Balanced Scorecard for departments and/or major functions/activities.	N/A	N/A	Up to fifteen Major functional areas/departments

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PERFORMANCE GOALS, MEASURES AND TARGETS

Office of Targeted Business Development

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Detroit-based business utilization Increase the utilization of Detroit-based businesses on City contracts. Increase the total dollar value of contracts going to Detroit-based businesses. Revenue impact to the General Fund in increasing the utilization of Detroit-based businesses.	N/A N/A	Assessment Report Assessment Report	15% increase in # of DBB contracts Development of base-line data
Streamlining of the City's procurement/contract process Reduction in the average number of days to process contracts Reduction in the average number of days to reviewing proposals and select vendors	N/A	Development of Year-one baseline data	Convene an OTBD, Human Rights, Purchasing review committee
Mentoring Relations Number of prime contractors that are mentoring small to medium-size Detroit-based businesses. Number of small to medium-size Detroit-based businesses being mentored	N/A	Development of Year-one Baseline Data	Establishment of mentoring program for businesses

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PERFORMANCE GOALS, MEASURES AND TARGETS

Program Management Office

Goals: Measures	2002-03 Actual	2003-04 Projection	2004-05 Target
Maintain reporting mechanisms for tracking external project cost and project plans. Communicate monthly status and exceptions to the Mayor and Cabinet members, periodic status and exceptions to City Council:			
Number of monthly reports generated	N/A	12	12
Number of periodic reports generated	N/A	2	2
Provide a consistent, objective mechanism for approval of all new proposed objects for FY04-05:			
Project concept documents reviewed by Executive Management	N/A	N/A	80% of all projects budgeted for FY04-05
Implement projects from additional agencies:			
Total projects	N/A	3	6

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EXPENDITURES

	2002-03		2003-04	2004-05		
	Actual		Redbook	Mayor's	Variance	Variance
	Expense			Budget Rec		Percent
Salary & Wages	\$ 1,773,535	\$	2,547,550	\$ 3,413,167	\$ 865,617	34%
Employee Benefits	269,828,672		11,824,461	4,765,072	(7,059,389)	-60%
Prof/Contractual	28,976,925		4,681,597	2,958,239	(1,723,358)	-37%
Operating Supplies	1,701,535		110,700	77,850	(32,850)	-30%
Operating Services	80,311,510		82,505,737	91,774,113	9,268,376	11%
Capital Equipment	29,408,265		39,563,250	34,971,431	(4,591,819)	-12%
Capital Outlays	10,080,467		-	-	-	0%
Fixed Charges	460,484,376		36,062,404	70,829,227	34,766,823	96%
Other Expenses	195,926,114		120,182,394	120,094,297	(88,097)	0%
TOTAL	\$ 1,078,491,399	\$	297,478,093	\$ 328,883,396	\$ 31,405,303	11%
POSITIONS	31		43	52	9	21%

REVENUES

	2002-03		2003-04	2004-05		
	Actual		Redbook	Mayor's	Variance	Variance
	Revenue			Budget Rec		Percent
Taxes/Assessments	\$ 618,697,759	\$	626,090,322	\$ 666,799,103	\$ 40,708,781	7%
Licenses/Permits	433		20,000	20,000	-	0%
Fines/Forfeits/Penalties	5,653,789		6,000,000	4,800,000	(1,200,000)	-20%
Rev from Use of Assets	95,598,139		7,658,560	5,099,400	(2,559,160)	-33%
Grants/Shared Taxes	318,450,166		311,313,600	286,648,523	(24,665,077)	-8%
Sales & Charges	51,098,433		57,200,847	58,305,353	1,104,506	2%
Sales of Assets	43,414,225		28,474,422	28,269,590	(204,832)	-1%
Contrib/Transfers	640,039,691		109,815,550	87,552,638	(22,262,912)	-20%
Miscellaneous	62,897,844		100,455,779	176,279,265	75,823,486	75%
TOTAL	\$ 1,835,850,479	\$	1,247,029,080	\$ 1,313,773,872	\$ 66,744,792	5%